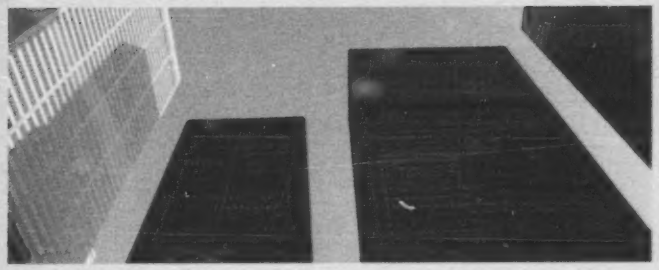
Ontario

ELTO

Environment and Land Tribunals Ontario



2014 – 2015 Annual Report

Assessment Review Board

Board of Negotiation

Conservation Review Board

Environmental Review Tribunal

Ontario Municipal Board

Environment and Land Tribunals Ontario

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The Honourable Madeleine Meilleur
Attorney General of Ontario
Ministry of the Attorney General
11th Floor, 720 Bay Street
Toronto, Ontario
M7A 1Y6

June 30, 2015

Dear Attorney General Meilleur:

Re: Environment and Land Tribunals Ontario 2014–2015 Annual Report

On behalf of Environment and Land Tribunals Ontario, it is our pleasure to submit to you our 2014-2015 Annual Report. This report reflects the cluster's activities for the fiscal year ending March 31, 2015.

Environment and Land Tribunals Ontario is committed to delivering the initiatives outlined in this report, implementing our strategic framework, as outlined in our 2015-2016 to 2017-2018 Business Plan and to providing high quality services to the people we serve.

We look forward to working with your Ministry in the upcoming year.

Yours Sincerely,

Jerry V. DeMarco
Alternate Executive Chair
Environment and Land Tribunals Ontario

Anne Marie Predko
Executive Lead
Environment and Land Tribunals Ontario

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Part 1:

Environment and Land Tribunals Ontario

Chair's Message

On behalf of all members and staff, I am pleased to present the 2014-2015 Environment and Land Tribunals Ontario (ELTO) Annual Report. This report covers the fiscal year ending March 31, 2015.

ELTO was the first cluster of tribunals created under the authority of the *Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009* (ATAGAA). Formed in 2010, ELTO includes the Assessment Review Board (ARB), Board of Negotiation (BON), Conservation Review Board (CRB), Environmental Review Tribunal (ERT) and Ontario Municipal Board (OMB).

The purpose of ATAGAA is to ensure that adjudicative tribunals are accountable, transparent and efficient in their operations while remaining independent in their decision-making. A key feature of ATAGAA is ensuring public access to governance and accountability documents. ELTO's public accountability documents include the Mandate and Mission Statement, Consultation Policy, Service Standard Policy, Ethics Plan, and Member Accountability Framework, which includes position descriptions and a Code of Conduct. These documents can be viewed on ELTO's website at www.elto.gov.on.ca.

The current versions of these public accountability documents were approved by the Minister on March 30, 2012. A three year review of the public accountability documents is required by ATAGAA. The review was completed in March 2015 and the revised documents have been sent to the Minister for her consideration.

In addition, a review of the Conflict of Interest (COI) Rules and the Ethics Plan have also been completed and the revised COI Rules and Ethics Plan have been sent to the COI Commissioner for approval. The Ethics Plan was approved by the COI Commissioner on March 24, 2015. ELTO's governance documents, which include the Business Plan, Annual Report and Memorandum of Understanding, are also posted on the ELTO website.

As set out in our Business Plan, a number of activities are currently underway, or planned for the coming years, to implement ELTO's strategic framework.

For the fiscal year 2014-2015, ELTO's Business Plan focused on the following three priorities:

1. Providing client options that lead to timely and appropriate resolutions
2. Transforming through technology
3. Building a dynamic, effective workplace

During 2014-2015, several case and hearing management improvements were developed in consultation with stakeholders to improve the timely and fair resolution of cases across ELTO, including the continuation of a review of the rules and practice directions for Renewable

Energy Approval appeals before the ERT and a new sample procedural order for OMB matters which took effect on October 20, 2014.

The ARB Streaming Strategy, which was previously developed in consultation with staff, members and stakeholders, continued to make excellent progress. The strategy was designed to address the outstanding backlog of cases from previous assessment cycles and improve the ARB's ability to resolve new cases within the current 2013-2016 cycle. As of March 31, 2015, the total number of outstanding appeals was 66,000 on 24,000 properties. The ARB continues to see progress on the resolution of the backlog of appeals, resulting in an 80 per cent reduction in pre-2013 appeals.

ELTO provided input into a number of government initiatives affecting the operation of its independent tribunals: the Ministry of Finance's Special Purpose Business Property Assessment Review, which included a number of recommendations affecting the ARB and the overall property assessment appeal system, and the Ministry of Municipal Affairs and Housing's consultation on possible changes to the land use planning and development charge system in Ontario, including the types of matters that could be appealed to the Board.

In 2012, ELTO initiated an internal value-for-money audit through the Justice Audit Services. The audit was completed in two phases, beginning with the ARB and the BON. Work in response to Phase 1 was completed in 2014. Field work for Phase 2 of the audit, which includes the CRB, ERT and OMB, was completed in late 2013. A draft report was presented to ELTO in November 2014. ELTO is reviewing the recommendations and will be implementing plans to respond to the audit recommendations.

The government has identified the co-location of Ministry of the Attorney General's clusters, including ELTO, into a single, government-owned location at 15/25 Grosvenor Street, Toronto as a key priority. ELTO plans to take advantage of this opportunity to work more closely with its cluster partners to strengthen customer service, enable the best use of resources and modernize the administrative justice system.

In 2014-2015, ELTO continued to enhance mediation to resolve disputes. We developed internal protocols governing the assignment and scheduling of cross-appointed members to mediation events. A review of this pilot project is underway. In addition, additional members have been trained in mediation techniques, which will permit them to perform mediations within their own tribunals.

ELTO continues to mature as a cluster as we strive to achieve efficiencies in areas of logistics and centralized service delivery. ELTO has enhanced its strategic framework to reflect the organization's focus and to embrace shared values. These include accessibility, consistency and responsiveness, continuous improvement, fairness, integrity, professionalism and independence, timeliness and efficiency, transparency and accountability.

ELTO seeks to provide client options that lead to timely and appropriate resolutions of disputes. This includes providing current information to the public, educating clients on how to use our processes, and providing client friendly rules and processes.

ELTO recognizes that not all disputes require a full hearing before the tribunals, and that parties should be able to access a range of mechanisms to assist in resolving their matter.

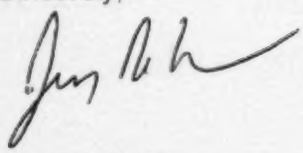
ELTO is committed to ensuring that clients have the information about how they should use the tribunals, understand what they can expect and receive a fair, timely and high quality resolution to their dispute.

Ongoing enhancements in technology continue to evolve. Caseload information is posted online. As well, brochures, information about processes and required forms are posted online and available in alternate formats upon request.

Building a dynamic and effective workplace is key to implementing the strategic directions of ELTO. Staff and members are working together through integrated processes to achieve ELTO's client-focused vision, and everyone in the organization will be engaged in these initiatives that support continuous improvement and transformation.

I would like to take this opportunity to thank ELTO members and staff, members of the public and stakeholder representatives for their support for ELTO's journey of continuous improvement.

Sincerely,



Jerry V. DeMarco
Alternate Executive Chair
Environment and Land Tribunals Ontario

A. **Mandate and Mission**

The Mandate and Mission statements set out below reflect wording approved by the Attorney General in 2012. As a result of a recent comprehensive review of our public accountability documents, ELTO developed an updated and more comprehensive strategic framework, including revised mandate and mission statements. The updated strategic framework is currently with the Attorney General for consideration.

ELTO's Mandate

ELTO is a group of five tribunals that resolve appeals, applications and other disputes, under some 100 statutes, in relation to land use planning, environmental and heritage protection, property assessment, land valuation and other matters.

ELTO's Mission

ELTO and its constituent tribunals will strive for excellence and demonstrate the highest standards of public service in:

- delivering modern, fair, accessible, effective and timely dispute resolution services;
- demonstrating consistency in procedures and outcomes while remaining responsive to differing cases and party needs, and to an evolving development of the law;
- responding to the needs of diverse stakeholder communities;
- resolving disputes, within the applicable legislative framework, to support strong, healthy communities and achieve outcomes that are in the public interest.

B. Vision and Core Values

ELTO's Vision

> We are client-focused and committed to excellence in the resolution of environment and land disputes for all Ontarians.

ELTO's Core Values

ELTO's core values are the guiding principles of the cluster. These core values form the foundation upon which ELTO's constituent tribunals fulfill their mandates. ELTO's core values include:

Accessibility

- Publications, communications and facilities, including hearing and mediation rooms, will provide for full and equitable access.
- Diversity will be fully respected and reflected in all that ELTO does.
- Processes will be designed in a way that facilitates informed participation.
- Proceedings will be conducted in a manner which is welcoming and respectful.
- Practices and procedures will provide for a meaningful, effective opportunity to be heard on the relevant issues to be resolved in a particular case.

Consistency and Responsiveness

- Procedures and outcomes will demonstrate consistency while remaining responsive to differing cases and party needs and to an evolving development of the law.

Continuous Improvement

- By being proactive in modernizing ELTO, the changing needs of Ontarians will be met.

Fairness

- Proceedings will be conducted impartially.
- Decisions will be principled and based on the facts, the applicable law and policy, and on the merits of the case.

Integrity, Professionalism and Independence

- Members and staff will act with honesty, integrity and professionalism, exhibiting the highest standards of public service.
- Members and staff will work together to build public confidence in ELTO, its constituent tribunals and the administration of justice.
- ELTO and its constituent tribunals must be, and be seen to be, neutral, unbiased and independent from improper influence.

Timeliness and Efficiency

- Proceedings will be conducted in a just, expeditious and cost-effective manner and will be proportional to the issues that must be determined to resolve the dispute.
- Decisions will be issued as soon as possible after a proceeding.

Transparency and Accountability

- Tribunal procedures, rules, policies and decisions will be clear and readily available to the public.
- Reasons for decisions will be concise and will explain how the decision was reached.
- Through the provision of accurate public information ELTO will be accountable to Ontarians.

C. Legislative Authority

ELTO was the first cluster of justice tribunals created under the authority of the *Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009* (ATAGAA). This act permits the government to designate two or more adjudicative tribunals as a cluster if, in the opinion of the Lieutenant Governor in Council, the matters that the tribunals deal with are such that they can operate more effectively and efficiently as part of a cluster than alone. ELTO brings together five Ontario tribunals and boards that adjudicate and provide dispute resolution services related to land use planning, environmental and heritage protection, property assessment, land valuation and other matters.

ELTO comprises the following five tribunals, under the responsibility of the Ministry of the Attorney General (MAG):

- **Assessment Review Board (ARB)**
- **Board of Negotiation (BON)**
- **Conservation Review Board (CRB)**
- **Environmental Review Tribunal (ERT)**
- **Ontario Municipal Board (OMB)**

An Executive Chair, who also assumes the powers, duties and functions legislatively assigned to the Chair of each constituent tribunal, leads the cluster. While under the leadership of the Executive Chair, each constituent tribunal maintains its legislative mandate and remains independent in its decision-making.

D. Public and Governance Accountability

ATAGAA and related regulations have further strengthened and made transparent the accountability framework for adjudicative tribunals through provisions regarding:

- Requirements for public accountability documents, including mandate and mission statements, consultation policies, service standard policies, ethics plans and member accountability frameworks (such as position descriptions and codes of conducts); and
- Requirements for governance accountability documents, including memoranda of understanding, business plans and annual reports.

E. **Diversity, Inclusion and Accessibility**

ELTO's Diversity, Inclusion and Accessibility Plan sets the following goals:

- reflect the public served at all levels of the ELTO workforce;
- reinforce a strong workplace free from harassment and discrimination;
- embed diversity objectives/outcomes in ELTO policies, processes and services; and
- respond to the needs of diverse stakeholder groups.

In 2014-2015, ELTO focused on delivering ongoing efforts in three key initiatives. These initiatives are:

1. Providing a strong mandate for members and staff to develop good practices in the planning and delivery of activities, which embed diversity, inclusion and accessibility best practices.
2. Mentoring and developing diversity champions across all levels of staff and members.
3. Supporting the ongoing commitment to continuous learning by documenting education, awareness and acceptance of diversity, carrying out inclusion and accessibility training, and including tools offered by the Centre for Leadership and Learning (CFLL) and the OPS Diversity Office and MAG Diversity, Inclusion and Accessibility (DIA) Office in staff and members' performance and learning plans.

In addition, ELTO is working through the Agency Inclusion Community of Practice to develop measurements and reporting tools on diversity and inclusion.

ELTO, through its policies, practices and people, has continued to improve its accessibility policies and plans to ensure they meet the *Accessibility for Ontarians with Disabilities Act* (AODA) and *Integrated Accessibility Standards Regulation* (IASR). Some of ELTO's recent education and awareness initiatives relating to diversity, inclusion and accessibility include:

- Completing training for all staff and members on the "IASR Information and Communications Standard," which sets out the requirement to provide accessible formats and communication supports for persons with disabilities.
- Completing training for management and supervisory staff on "IASR Employment Standards," which set out employee rights regarding accommodation.
- Hosting a series of webinars for staff and members on the topic "Healthy Workplace, Healthy Mind" to build awareness and break down the stigma about mental health in the workplace.
- Holding a Town Hall, where a keynote speaker spoke about the importance of building resiliency as a strategy to weather daily and life challenges.
- Having all managers participate in an Ontario Human Rights Commission workshop on the duty to accommodate.
- Having staff and members participate in the Agency Diversity & Inclusion Forum, Better Justice through Inclusive Practice. Topics included: Inclusive Design in Information and Communication Technologies and a Practical Workshop on Accessible Forms.
- Holding a professional development session for members focused on inclusive practices through the theme of diversity and access to justice. This included discussions on cultural and economic diversity.

Accommodation Requests
ELTO has made considerable progress in actively offering to provide accommodation to clients when accessing its services. ELTO's staff and members have been trained to recognize and respond to requests for accommodation of clients accessing our services. All correspondence, invitations to attend stakeholder consultation meetings and hearing notices includes a notation offering accommodation, upon request.

Since 2011, ELTO's Accessibility Coordinator has responded to over 40 accommodation requests from clients. Through consultation with clients and community stakeholder groups, accommodation plans are put in place that respect client needs and abilities. These requests, which include assisting persons with hearing, cognitive, learning, mobility or mental health challenges, have increased steadily. This growth in accommodation requests reflects that ELTO's clients are aware of and understand their right to ask for and receive accommodation in accessing our services.

Accommodation Requests 2012-2013 to 2014-2015

Fiscal Year	2012-2013	2013-2014	2014-2015
Number of Requests	3	20	23

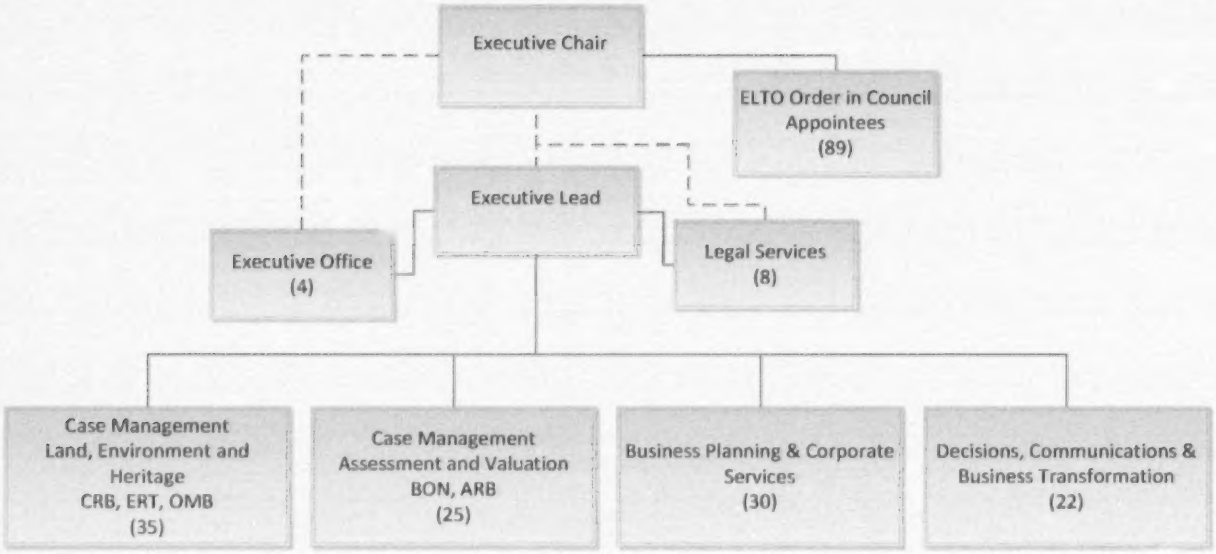
Accessible Built Environment
ELTO identified and addressed the needs of its staff, members and clients at its offices located at 655 Bay Street in Toronto through:

- Ensuring its public washrooms are accessible by adding automatic door openers to washroom doors located on all three floors that have public access.
- Retrofitting the accessible washroom for staff with an automatic door opener.
- Making improvements to its accessible hearing room, including the installation of a ramp and an automatic door opener.
- Installing assistive hearing devices for all hearing rooms.

Accessible Documents
A cross-cluster working group has been established to review and improve accessible features in documents and forms. Each business area in ELTO has established an accessibility champion responsible for reviewing forms, documents and procedures to ensure documents are formatted using best practices for accessibility. Accessible formats and communication supports continue to be available, upon request.

Accessible Employment and Hiring Practices
ELTO managers continue the practice of offering and providing accommodation throughout the recruitment process. Managers actively reach out to staff to offer and put in place accommodation plans, where required. All staff and members who require evacuation assistance have emergency evacuation plans in place.

F. Who We Are


Executive Chair
ELTO Order in Council Appointees (89)
Executive Lead
Executive Office (4)
Legal Services (8)
Case Management Land, Environment and Heritage CRB, ERT, OMB (35)
Case Management Assessment and Valuation BON, ARB (25)
Business Planning & Corporate Services (30)
Decisions, Communications & Business Transformation (22)

G. What We Do

All five ELTO tribunals promote the resolution of disputes through settlements generated by mediation or alternatives to traditional hearings. Four of the five ELTO tribunals hold formal hearings when disputes are not resolved by alternative approaches. The specific mandates of ELTO's five constituent tribunals are set out below.

The **Assessment Review Board (ARB)** hears property assessment appeals to ensure that properties are assessed and classified in accordance with the provisions of the *Assessment Act*. The ARB also operates under a variety of other legislation and hears appeals on property tax matters.

The **Board of Negotiation (BON)** conducts mediation in the event of a dispute over the value of land expropriated by a public authority. If no settlement is reached, the matter may be appealed to the OMB.

The **Conservation Review Board (CRB)** conducts proceedings where there are disputes concerning properties that may demonstrate cultural heritage value or interest, or disputes surrounding archaeological licensing. For those cases requiring a formal public hearing, the CRB issues a recommendation report to the final government decision maker.

The **Environmental Review Tribunal (ERT)** hears applications and appeals under numerous environmental and planning statutes. The Tribunal also functions as the Niagara Escarpment Hearing Office to hear development permit appeals and Niagara Escarpment Plan amendment applications for this protected World Biosphere Reserve, and serves as the Office of Consolidated Hearings to hear applications for joint hearings where separate hearings before more than one tribunal would otherwise be required.

The **Ontario Municipal Board (OMB)** hears applications and appeals in relation to a range of municipal planning, financial and land matters including official plans, zoning by-laws, subdivision plans, consents, minor variances, land compensation, development charges, electoral ward boundaries, municipal finance, aggregate resources and other issues assigned to the OMB by numerous Ontario statutes.

H. How Cases are Resolved

ELTO cases are held throughout the province. ELTO tribunals use a variety of dispute resolution methods and conduct different hearing events including main hearings, pre-hearings, motion hearings and mediation sessions. The tribunals process the files from intake, through to a hearing if required, and issue decisions, orders and recommendations resulting from settlements, hearings and mediations.

ARB Process
The provincial government, through the Ministry of Finance, sets the laws and regulations regarding property assessment. Municipalities are responsible for setting tax rates and collecting property taxes. The Municipal Property Assessment Corporation (MPAC) assesses and classifies all properties in Ontario. If there is a dispute between a property owner and MPAC, the property owner can file an appeal with the ARB.

Many appeals concerning complex, non-residential properties require extensive hearing time and may be presided over by a panel of members. These appeals may be directed into pre-hearings. With the consent of the parties, they may also proceed to mediation.

During the pre-hearing process, the ARB works with the parties to establish a schedule for proceeding and may issue procedural orders to direct exchanges of information and pre-filings. Pre-hearings have the potential to expedite the hearing process and allow parties to reach a settlement before a hearing begins.

Pre-hearings are sometimes held by teleconference. Teleconferencing is a practical way to provide status updates and determine next steps toward issuing procedural or consent orders, resolving contentious matters and, in some instances, settling appeals. This technique saves time and money by reducing travel for all parties involved in ARB cases.

Hearings give an appellant the chance to explain why they think the property assessment from MPAC is wrong. During a hearing, the parties present evidence and question each other on that evidence. At the end of the hearing, the member who is overseeing the hearing makes a decision or may reserve the decision for a later date.

BON Process
The BON provides mediation services to parties involved in disputes over the value of expropriated land. BON mediations involve the landowner and the expropriating authority (typically the Crown or a municipality). There is no cost to the party to utilize the BON mediation process.

The BON views the expropriated property, reviews all written documentation and considers the submissions from the parties. Through mediation, the BON tries to help parties reach a resolution. While it has no power to impose a settlement, the BON will, where sufficient information has been submitted, provide a recommendation to the parties on what would be fair compensation.

BON mediation is confidential. If a settlement cannot be reached at the BON, the parties may take the matter to the OMB. However, because of the confidentiality of the mediation process, the BON and OMB employ strict measures to ensure that any information received by the BON is not provided to the OMB. OMB members and staff do not have access to any information or discussions that were part of the BON process.

CRB Process

All cases before the CRB go through a pre-hearing process. The pre-hearing conference provides an opportunity for all parties to discuss the issues with each other and with the CRB. The two fundamental objectives in conducting pre-hearings are to facilitate a possible settlement of the dispute and to prepare all parties for the formal hearing process if a settlement does not occur.

If a full settlement is reached at the pre-hearing or through a settlement conference, each objector and the property owner (if applicable) must submit a letter of Withdrawal of Objection to the CRB, or the municipality must submit a letter of Withdrawal of the Notice of Intention to Designate and the case is closed. If a settlement is not reached, the pre-hearing proceeds to the phase of preparing all parties for the formal hearing.

After the hearing, the CRB issues a report to the municipal council, or the Minister of Tourism, Culture and Sport, whichever has jurisdiction over the matter, making recommendations based on the evidence presented and arguments made at the hearing. The CRB attempts to release the report within 30 days of the end of the hearing but a later release does not invalidate the hearing process. Once the CRB releases its report, the file is closed. The municipal council or the Minister makes the final decision on the matter, and will consider the report of the CRB as part of the decision making process.

ERT Process

The ERT holds pre-hearing conferences or preliminary hearings on most matters. In the case of appeals related to development permits under the *Niagara Escarpment Planning and Development Act*, pre-hearing conferences provide an opportunity to clarify, refine or settle the issues. For other matters, a preliminary hearing normally assists in facilitating preparation for the hearing. The presiding member typically issues a written order after a preliminary hearing noting what was decided and any directions given by the member.

ERT members are responsible for conducting pre-hearings, hearings and issuing written decisions and orders. The processing of appeals/applications, which is performed by staff, includes all administrative steps necessary to schedule and resolve an appeal/application from the date of filing to the closing of the file. The ERT offers mediation to parties who wish to attempt to settle all or some of the issues raised in a dispute. Mediation often eliminates the need for a hearing or reduces the number of scheduled hearing days.

OMB Process

Most disputes are brought to the OMB by filing an appeal. Depending on the type of dispute, there are different processes and timelines for filing an appeal. The OMB reviews the appeal and decides, with input from the parties, to stream the case into mediation, motion, pre-hearing or hearing. Most appeals are resolved by a full hearing.

The OMB uses the pre-hearing process for a member to manage complex or multi-party appeals of related municipal land use approvals. Case management techniques used by members include: identifying and prioritizing threshold issues, refining, scoping or phasing broad appeals, providing detailed procedural instructions or hearing work plans to the parties, and providing ongoing direction on any procedural disputes. As a result, hearing events have been refined, focused and made more efficient to deal with discrete issues that are critical to the resolution of the appeals.

The OMB holds hearings across the province, most often in the municipality where the property is located. The OMB holds hearing events by teleconference when it is appropriate, often for events such as pre-hearings and settlement hearings. The use of teleconferences allows the OMB to respond quickly and is time and cost efficient for the parties.

Part 2:

Year in Review

A. Business Plan Achievements

ELTO has identified three primary strategic directions with nine corresponding initiatives designed to achieve its overall vision. In 2014-2015, ELTO identified specific projects and timelines to support the nine strategic initiatives and developed an Operational Plan to coordinate the planning and implementation in a way that aligns with ELTO's strategic framework. ELTO uses the OPS Inclusion Lens to ensure diversity, inclusion and accessibility are considered in the development, delivery and evaluation of its strategic initiatives.

Providing Client Options that lead to Timely and Appropriate Resolutions

Transforming through Technology

Building a Dynamic, Effective Workplace

Strategic Direction 1: Providing Client Options that lead to Timely and Appropriate Resolution

2014-2015 Results

- Initiated or completed a number of case and hearing management strategies across ELTO including:
  - a review of the rules and practice directions for Renewable Energy Approval (REA) appeals before the ERT
  - the development of an ELTO-wide cross-appointed mediators roster
- Continued the ARB Streaming Strategy to address the outstanding backlog of cases and the 2014 assessment cycle, resulting in an 80 per cent reduction in older (pre-2013) appeals and a 64 per cent reduction in its tax appeal caseload
- Improved the decisions templates for all ELTO tribunals
- Conducted a legislated review of ELTO's ATAGAA Documents
- Implemented recommendations from the Justice Audit Services Phase 1 Audit Report

Strategic Direction 2: Transforming Through Technology

2014-2015 Results

- Published ELTO's constituent tribunals decisions on the CanLii website
- Commenced migrating ELTO websites to a more modern technology platform in line with OPS technology directions
- Refined ELTO's Intranet and library

Strategic Direction 3: Building a Dynamic, Effective Workplace

2014-2015 Results

- Developed an ELTO-wide Professional Development Plan
- Developed a French Language Services Action Plan
- Embedded diversity, inclusion and accessibility principles in all staff and member performance and learning plans
- Reviewed the position descriptions required under ATAGAA to embed diversity, inclusion and accessibility principles

B. Professional Development

Aligning with our Transforming through Technology and Building a Dynamic, Effective Workplace strategic directions, ELTO's professional development program for members and staff this year focused on:

- **Fostering a unified ELTO identity** through the development of a framework to identify and implement ELTO-wide best practices, which included needs assessments of Professional Development Committees, Executive Management Committee and Senior Management Team.

- **Integrating technology** to enhance communication opportunities, reduce travel time and costs, improve work-life balance and processes through the implementation of online meetings, increased and enhanced use of the ELTO intranet and developing online learning tools and templates.

- **Providing better learning and development opportunities** and building a workplace that exemplifies diversity, inclusion and accessibility through peer, leadership and diversity mentoring, the introduction of a web-based learning system to provide tutorial and hands-on learning tools to develop and improve skills, and participating in a number of internal and external learning events, including sessions offered by the Society of Ontario Adjudicators and Regulators, that focussed on Access to Justice and Diversity, Inclusion and Accessibility matters.

- **Responding to the professional development needs** arising from increasing cross appointments through integrated corporate onboarding to realize cost efficiencies and accelerate new member readiness, and the ongoing development of common competencies including mandatory OPS training, ethics plan training and advancing French Language Services (FLS) for our clients through the development of an FLS mentorship program for members and staff.

- **Developing cross-tribunal professional development** expertise in matters of shared importance – Natural Heritage, Provincial Policy Statement, Aboriginal Rights, Cultural and Economic Diversity in the Hearing Room and Social Justice Issues in Administrative Proceedings

ELTO Professional Development is dedicated to fostering a unified ELTO identity and integrating technology into our organizational practices, both to meet our fiscal responsibilities and to expand our professional development horizons. We create value for our organization by developing and implementing best practices ELTO wide.

C. Changes to Legislation and Rules

Assessment Review Board
In consultation with stakeholders, the Board's Rules of Practice and Procedure were amended effective July 2, 2014. The changes clarify the Board's modernized mediation process and provide greater detail regarding disclosure requirements and timeframes in advance of a mediation. These changes will facilitate the early resolution and simplification of issues.

Conservation Review Board
The Board's Rules of Practice and Procedure were amended effective September 5, 2014. The changes update the Board's pre-hearing conference rules to facilitate the early resolution and simplification of issues with a dedicated Pre-hearing Settlement Conference (PHSC) process.

Environmental Review Tribunal
A number of statutory and regulatory changes under the *Ontario Water Resources Act* took effect on January 1, 2015 that regulate new or increased water takings and transfers of water between Great Lakes watersheds in Ontario in accordance with the Great Lakes-St. Lawrence River Basin Sustainable Water Resources Agreement. Under the new regime, a "reciprocating jurisdiction" (i.e. Quebec, Illinois, Indiana, Michigan, Minnesota, New York, Ohio, Pennsylvania and Wisconsin) has a right to a hearing by the Environmental Review Tribunal of a decision of the Director to issue a permit allowing certain water taking or inter-basin transfers.

Ontario Municipal Board
A new Provincial Policy Statement was issued under section 3 of the *Planning Act*. It became effective April 30, 2014 and applies to planning decisions made on or after that date.

In consultation with stakeholders, the sample procedural order (attached to the Board's Rules of Practice and Procedure) was revised on October 20, 2014 to provide greater detail and expanded options for parties appearing before the Board. These changes facilitate efficient dispute resolution.

D. Stakeholder Consultations

The ELTO Advisory Committee (EAC), established in the fall of 2012, meets regularly to provide feedback on and review a number of ELTO initiatives. In 2014-2015, the EAC met in April 2014. The EAC discussed a range of topics from administrative changes to tribunal specific forms, status of proposed rule changes in progress, use of electronic devices in hearing rooms and priorities for the remainder of the fiscal year.

The annual ARB stakeholders' meeting took place on January 15, 2015 with more than 60 persons in attendance. The ARB provided an update on various matters of interest including mediation, and received stakeholder feedback on matters including the management of centralized appeals, proposals and priorities for rule changes, procedural orders, and the use of technology in hearing events.

In 2013-2014, an external stakeholder committee was established to conduct a review of the ERT's Rules of Practice with respect to Renewable Energy Approval appeals and to propose revisions for improving the process for managing these appeals. This committee continued its work throughout 2014-2015 and developed draft rules and process improvements. These draft documents will be consulted on and finalized during the 2015-2016 fiscal year.

E. Performance Measures

ELTO Performance Measure 2012-2013 to 2014-2015

Performance Measure	2012-2013 Achieved (Target)	2013-2014 Achieved (Target)	2014-2015 Achieved (Target)
Cases in which ELTO issues a decision in 60 days	**92%** (90%)	**90%** (90%)	**94%** (90%)

Hearing Events for ELTO 2014-2015

Board/Tribunal	Number of hearings events held
ARB	3,200
BON	43
CRB	29
ERT	271
OMB	1,293
Total for ELTO	**4,834**

ARB Performance Measures 2012-2013 to 2014-2015

Performance Measures	2012-2013 Achieved (Target)	2013-2014 Achieved (Target)	2014-2015 Achieved (Target)
Cases in which the ARB issues a decision in 60 days	**93%** (90%)	**91%** (90%)	**95%** (90%)
Residential appeals resolved by the ARB within 365 days of receipt	**97%** (90%)	**100%** (90%)	**100%** (90%)

BON Performance Measure 2014-2015

Performance Measure	2014-2015 Achieved (Target)
Cases in which BON scheduled a negotiation meeting within 180 days	**90%** (85%)

In 2014-2015, a new performance measure was established for the Board of Negotiation, which set out a target that 85 per cent of all new cases be scheduled for a negotiation meeting within 180 days of receipt of the Notice of Negotiation. This target was achieved.

ERT Performance Measure 2012-2013 to 2014-2015

Performance Measure	2012-2013 Achieved (Target)	2013-2014 Achieved (Target)	2014-2015 Achieved (Target)
Cases in which the ERT issues a decision in 60 days	**73%** (85%)	**77%** (85%)	**77%** (85%)

OMB Performance Measures 2012-2013 to 2014-2015

Performance Measures	2012-2013 Achieved (Target)	2013-2014 Achieved (Target)	2014-2015 Achieved (Target)
OMB decisions issued within 60 days of the end of a hearing	**82%** (85%)	**86%** (85%)	**84%** (85%)
OMB minor variance cases (stand-alone) scheduled for a first hearing within 120 days of the receipt of a complete appeals package	**83%** (85%)	**71%** (85%)	**51%** (85%)
Other OMB cases scheduled for a first hearing within 180 days of the receipt of a complete appeals package	**83%** (85%)	**80%** (85%)	**75%** (85%)

F. Financial Summary

ELTO Expenditures 2012-2013 to 2014-2015

ACCOUNT ITEMS	2012-2013 ($)	2013-2014 ($)	2014-2015 ($)
Salary and Wages	12,325,830	12,270,772	12,014,890
Employee Benefits	1,620,511	1,584,319	1,567,147
Transportation and Communications	1,075,097	1,017,607	988,781
Services	3,074,358	2,725,528	2,786,094
Supplies & Equipment	182,543	217,071	263,444
TOTAL	**18,278,339**	**17,815,297**	**17,620,356**

Fees Collected

The chart below shows the combined revenues for ELTO, including filing fees collected by the ARB and OMB. The fees collected are remitted to the Consolidated Revenue Fund.

ELTO Revenues 2012-2013 to 2014-2015

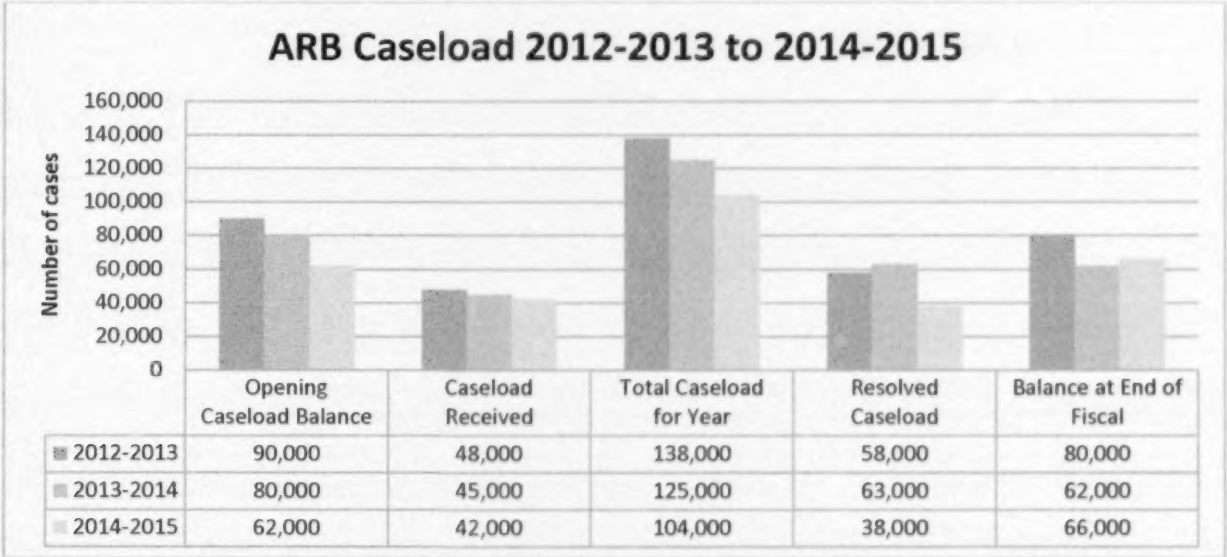
Fiscal Year	Fees Collected ($)
2012-2013	1,619,606
2013-2014	3,928,406*
2014-2015	857,599

* 2013-2014 was the first year of the four-year reassessment cycle where the intake of ARB new appeals was higher.

Part 3:

The Tribunals at Work

A. ARB Caseload and Analysis

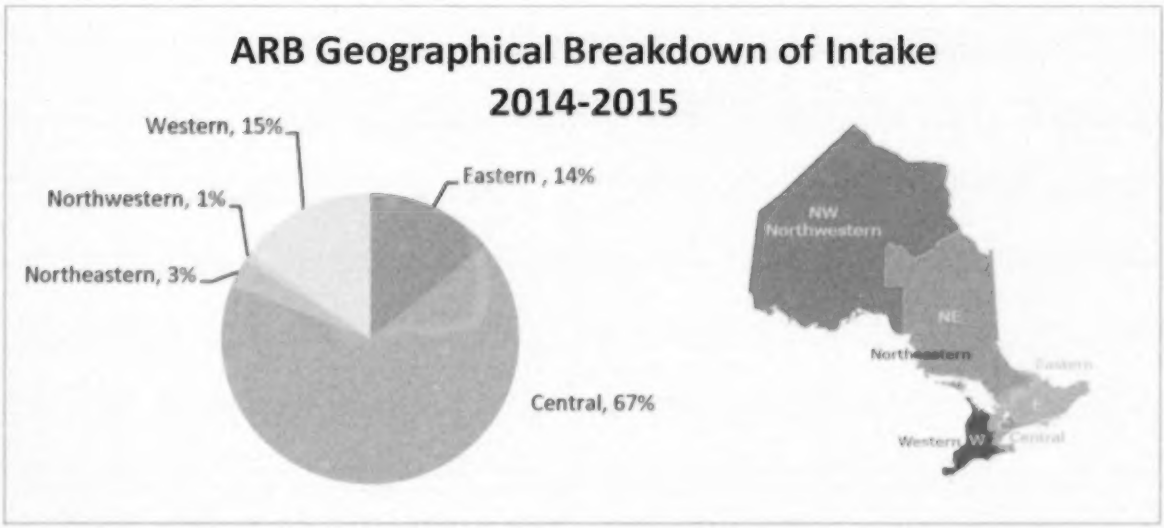


Caseload received includes all types of appeals dealt with by the ARB, including annual assessment appeals, supplementary and omitted assessment appeals, *Municipal Act* appeals and *City of Toronto Act* appeals.

As a requirement of the Streaming Strategy, appeals against high value, complex non-residential properties in the Standard Stream have procedural orders with hearing dates set for 2015 and 2016. The number of fewer dispositions in 2014-2015 reflects the time required by the parties to settle or the Board hears the remaining ARB cases in the third and last years of the assessment cycle. Some of these appeals may also be in mediation.

ARB File Types 2012-2013 to 2014-2015

Fiscal Year	2012-2013		2013-2014		2014-2015	
File Types	No. of Properties	No. of Appeals	No. of Properties	No. of Appeals	No. of Properties	No. of Appeals
Residential	3,000	9,000	4,000	8,000	3,000	8,000
Non-Residential	23,000	72,000	28,000	54,000	21,000	58,000
TOTAL	**26,000**	**80,000**	**32,000**	**62,000**	**24,000**	**66,000**



The ARB continues to experience a gradual decline in the number of new appeals filed each fiscal year. In 2009, changes were introduced to the *Assessment Act*, which requires a residential property owner to file mandatory Request for Reconsideration (RfR) with the Municipal Property Assessment Corporation (MPAC) before filing an appeal with the ARB. The percentage of residential appeals filed in the first year of the four-year assessment cycle changed from a historic level of 60 per cent of the total caseload to less than 20 per cent in both 2009 and 2013.

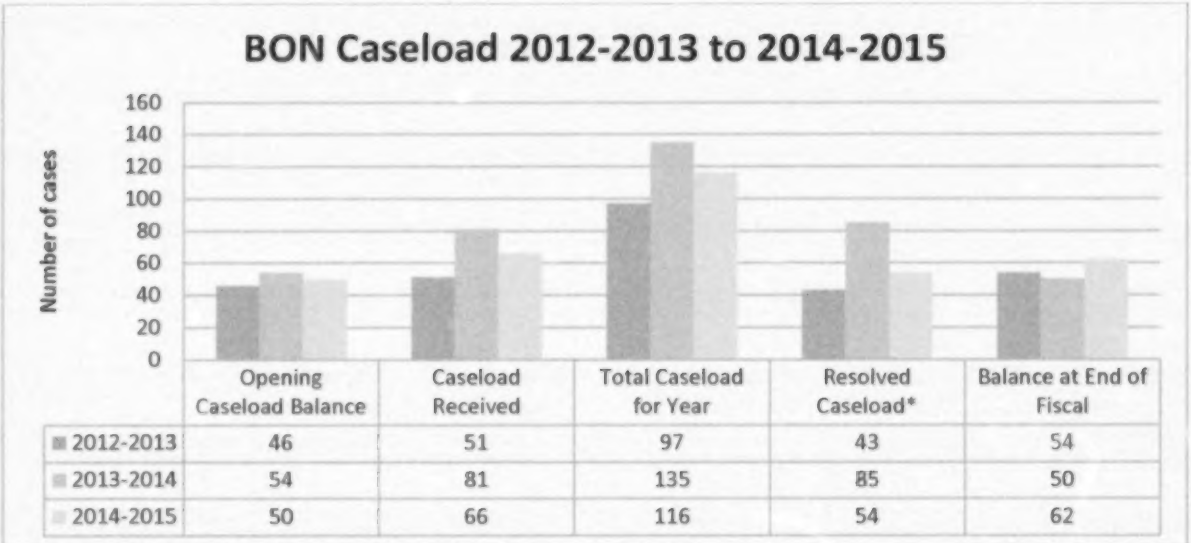
The ARB receives the highest number of appeals in the first year of the assessment cycle. In the second to fourth years of the cycle, the ARB caseload of new appeals diminishes as there are legislative provisions for deeming outstanding appeals for each new taxation year within the assessment cycle.

The ARB receives applications and appeals from property owners against taxes assessed and collected by municipalities under certain provisions of the *City of Toronto Act, Municipal Act* and *Provincial Land Tax Act*. Appeals may be filed against a municipality's decision regarding a tax application, or a municipality may pass a by-law delegating authority to the ARB to act as Municipal Council.

The additional tax appeals were primarily requesting the cancellation, reduction and refund of taxes collected due to errors in the calculation of taxes or changes in circumstances affecting the ability to pay taxes. Property owners file appeals against the collection of taxes as well as assessment appeals, therefore increasing the number of appeals against a property. A proportion of the tax appeals caseload may be considered protective in the event the assessment appeals do not result in the desired outcome by the property owner. Therefore, when the assessment appeals are resolved, the tax appeals against the same property and taxation year are often withdrawn and/or settled.

There are approximately 5 million properties in Ontario. Of those 5 million properties, 24,000 were the subject of an appeal at the ARB as of March 31, 2015.

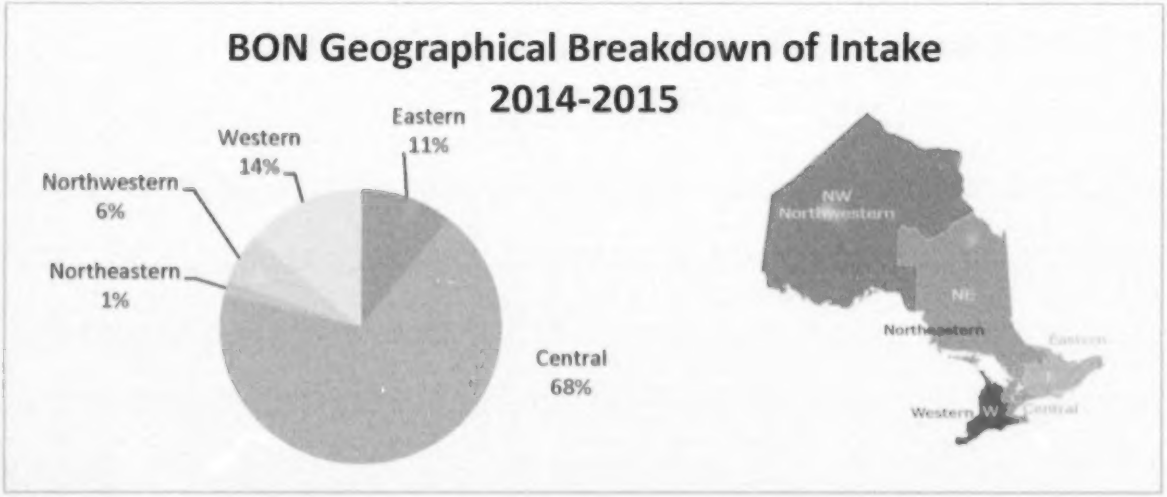
B. BON Caseload and Analysis



* adjusted for re-opened cases

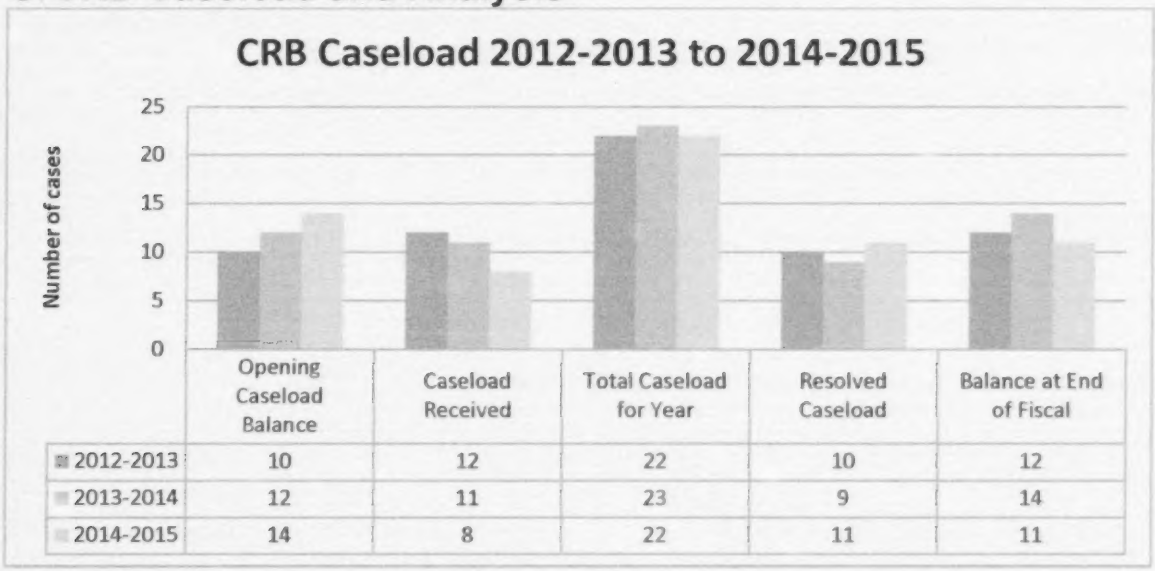
BON Results for 2012-2013 to 2014-2015

Fiscal Year	2012-2013	2013-2014	2014-2015
Board Resolved	29	38	29
Parties Resolved	11	14	18
Filed with OMB	3	25	7
Administratively Closed (due to inactivity)	0	8	0
Total	**43**	**85**	**54**



The BON caseload decreased from the last fiscal year by 14.1 per cent as some of the larger disputes were resolved. Overall, expropriation matters will require the BON's services as infrastructure development continues. The settlement rate achieved with the Board members as mediators and/or by the parties prior to a negotiation meeting is approximately 85 per cent of the cases.

C. CRB Caseload and Analysis



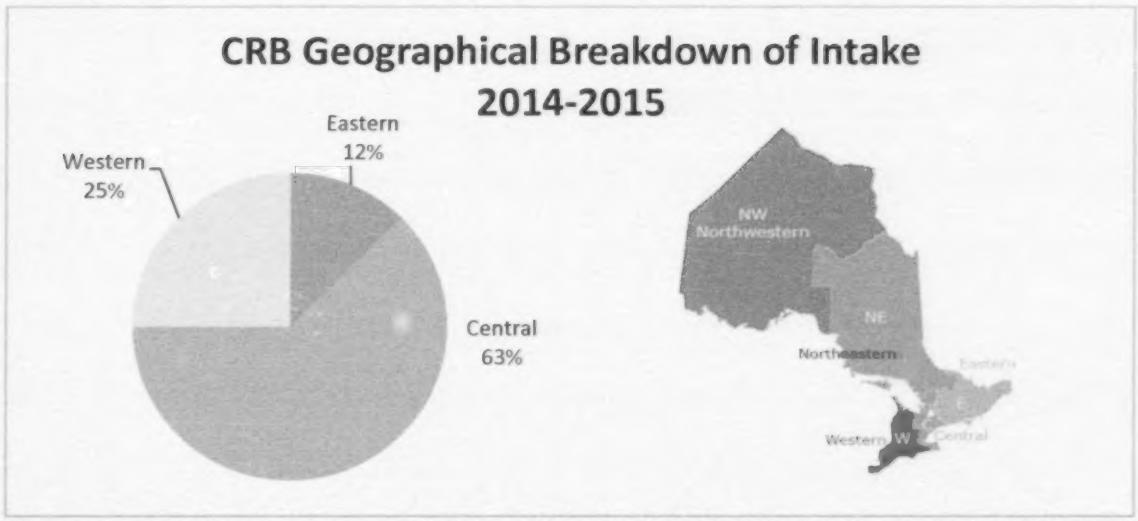
CRB Results 2012-2013 to 2014-2015

Fiscal Year	2012-2013	2013-2014	2014-2015
Reports Issued	3	3	2
Withdrawals	7	6	9

CRB File Types 2012-2013 to 2014-2015

Fiscal Year	2012-2013		2013-2014		2014-2015	
File Types Received (Objections and Applications)	No. of Cases	No. of Appeals	No. of Cases	No. of Appeals	No. of Cases	No. of Appeals
Intention to designate property by municipality	11	19	8	9	7	10
Designation by-law amendment	0	0	1	2	0	0
Designation by-law-request for repeal by owner	0	0	2	2	0	0
Designation by-law - objection to repeal	0	0	0	0	1	2
Archaeological licensing	1	1	0	0	0	0
TOTAL	**12**	**20**	**11**	**13**	**8**	**12**

Note: One case represents all the individual appeals that are received regarding a specific Notice, as an example.

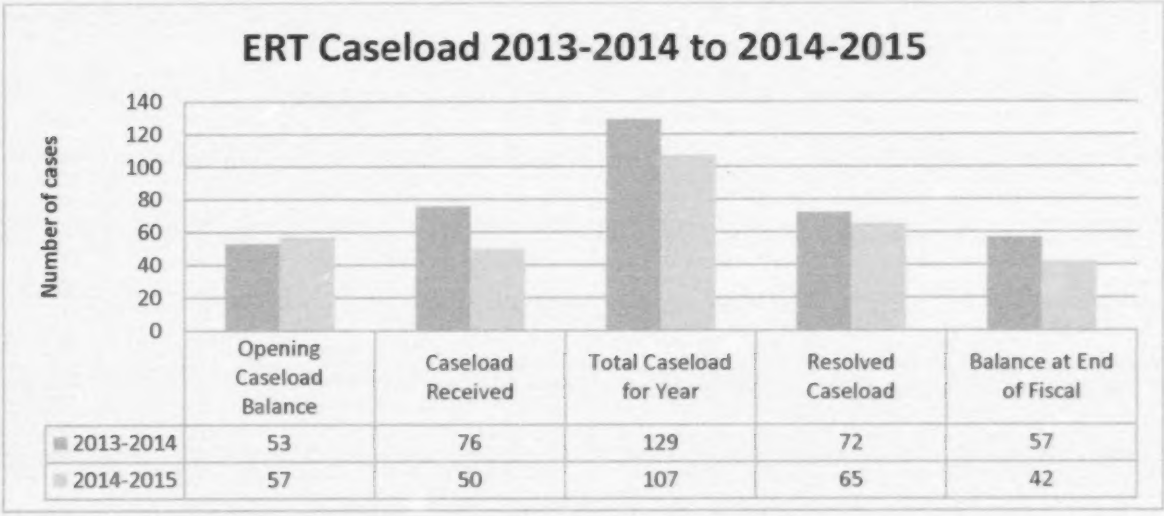


The majority of hearing event activity continues to be pre-hearing conferences. The CRB also held two main hearings during the fiscal year.

The CRB received marginally fewer cases this year over last. The majority of cases continue to be objections to the proposed designation of a property under section 29 of the *Ontario Heritage Act*.

The CRB continued its works on examining its processes with a view towards enhancing opportunities for parties to reach a settlement. During the year, the CRB developed and implemented a change to its current process with the introduction of pre-hearing settlement conferences, which provide an informal opportunity to discuss settlement. The CRB updated its rules to provide for the pre-hearing settlement conference process.

D. ERT Caseload and Analysis

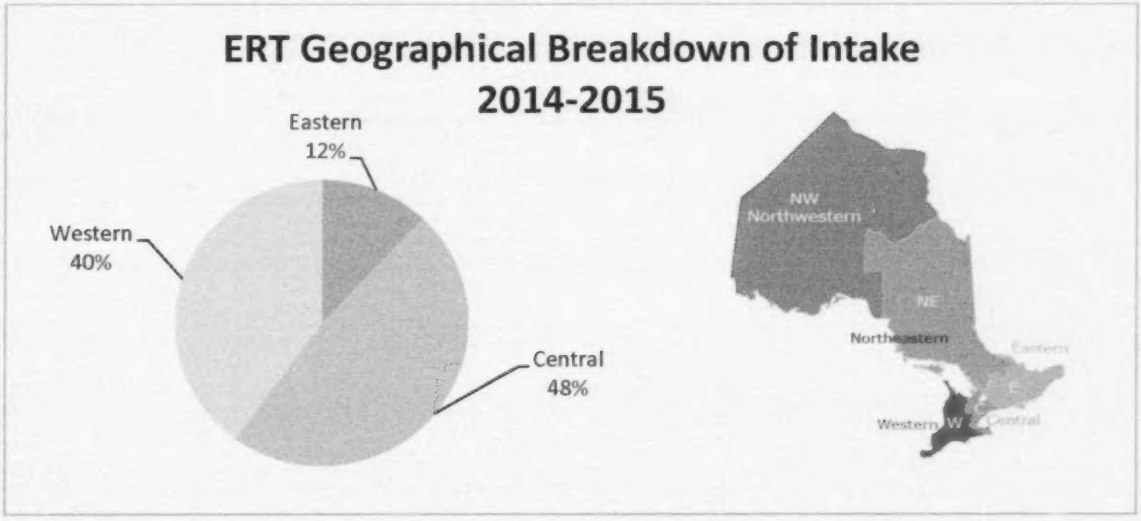


	Opening Caseload Balance	Caseload Received	Total Caseload for Year	Resolved Caseload	Balance at End of Fiscal
2013-2014	53	76	129	72	57
2014-2015	57	50	107	65	42

ERT Cases Received by Type 2012-2013 to 2014-2015

Case Type	2012-2013		2013-2014		2014-2015	
	No. of Cases	No. of Appeals	No. of Cases	No. of Appeals	No. of Cases	No. of Appeals
Environmental Bill of Rights, 1993	7	16	6	9	3	13
Environmental Protection Act	15	31	15	34	18	28
Environmental Protection Act - Renewable Energy Approval Appeals	11	47	22	47	11	18
Nutrient Management Act, 2002	3	5	2	2	0	0
Ontario Water Resources Act	2	2	3	3	5	9
Pesticides Act	0	0	2	2	1	4
Safe Drinking Water Act, 2002	4	4	2	2	0	0
Niagara Escarpment Planning and Development Act	38	69	23	41	12	32
Consolidated Hearings Act	1	2	1	4	0	0
TOTAL	**81**	**176**	**76**	**144**	**50**	**104**

Note: One case represents all the individual appeals that are received regarding a specific Order or Decision, as an example.

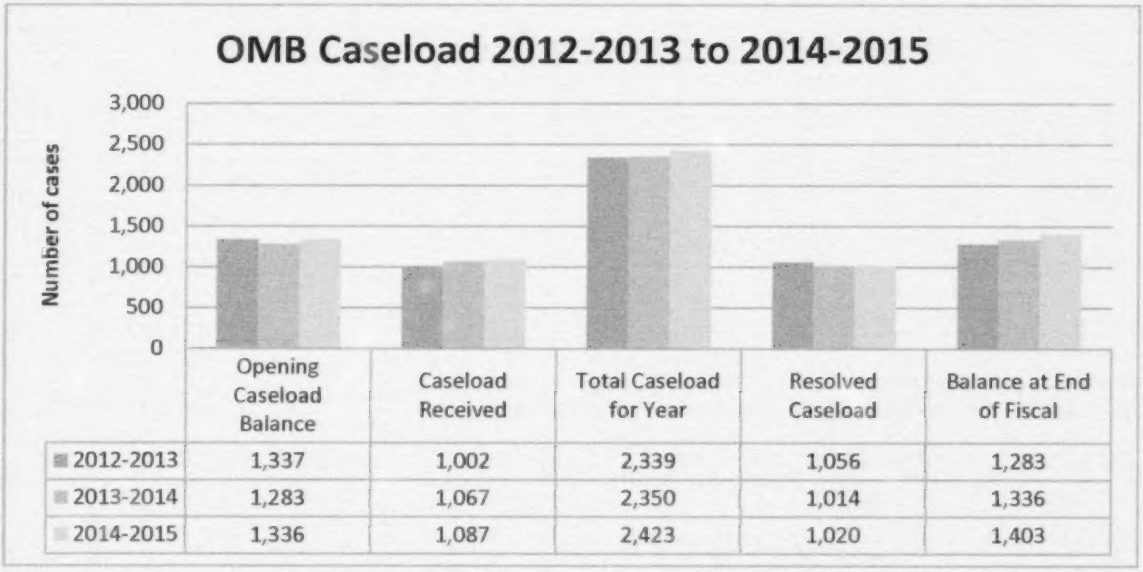


The ERT conducts its proceedings in person, by teleconference, by video conference and in writing. The hearing activity for cases related to Renewable Energy Approval appeals continues to represent the majority of the Tribunal's hearing time. The ERT has used video conference technology at hearings to allow for the testimony of expert witnesses who reside outside of Canada, for example.

In the 2014-2015 fiscal year, the ERT received 50 cases representing 104 appeals, which represents a decrease as compared to the previous fiscal year. The ERT saw a temporary decrease in the number of cases related to Renewable Energy Approvals. Caseload in this area is directly linked to the number of approvals issued by the Director, Ministry of the Environment and Climate Change in a given year. To date, the ERT has received appeals on most approvals issued by the Director related to wind energy projects.

Parties continue to request the mediation services offered by the ERT. ERT assisted mediation activities often reduce the number of required hearing days or eliminate the need for a hearing altogether.

E. OMB Caseload and Analysis

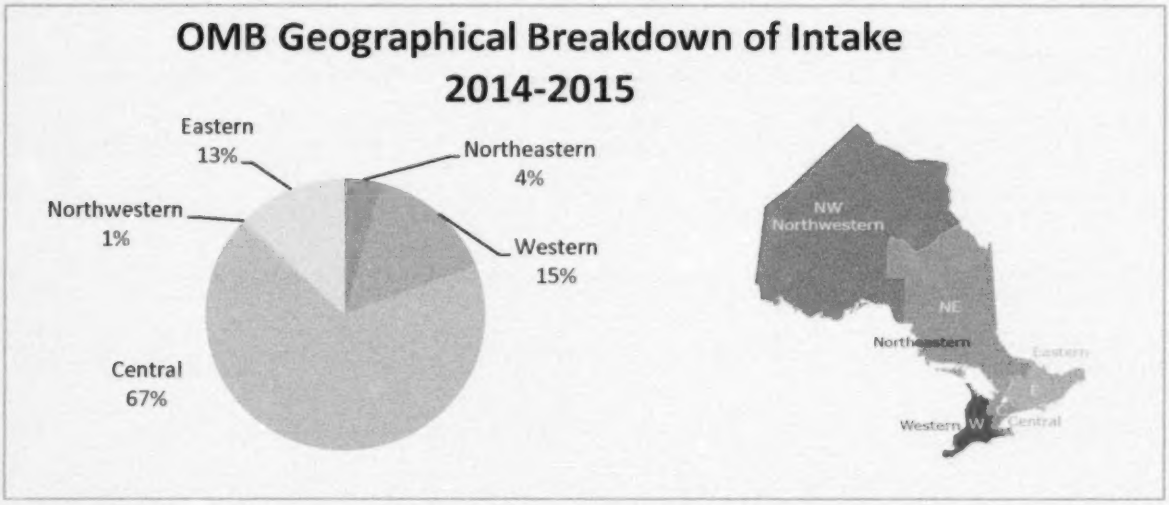


	Opening Caseload Balance	Caseload Received	Total Caseload for Year	Resolved Caseload	Balance at End of Fiscal
2012-2013	1,337	1,002	2,339	1,056	1,283
2013-2014	1,283	1,067	2,350	1,014	1,336
2014-2015	1,336	1,087	2,423	1,020	1,403

OMB Files Received by Type 2012-2013 to 2014-2015

Fiscal Year	2012-2013		2013-2014		2014-2015	
File Types Received (Appeals and Applications)	No. of Files	No. of Appeals	No. of Files	No. of Appeals	No. of Files	No. of Appeals
Minor Variances	562	581	513	532	573	602
Consents	222	231	200	209	232	237
Zoning By-laws	156	250	192	602	181	293
Official Plans and Official Plan Amendments	136	256	158	315	177	692
Zoning Refusal or Inaction	146	146	166	166	166	166
Plans of Subdivision/ Condominium	59	62	68	73	77	85
Municipal and Miscellaneous (incl. site plans)	87	87	136	136	129	139
Development Charges	17	27	28	44	30	83
Land Compensation	55	55	54	54	36	36
Municipal Finance	8	9	8	7	3	3
TOTAL	**1,449**	**1,705**	**1,524**	**2,116**	**1,604**	**2,336**

Note: An OMB case may contain one or more files. A case generally contains all files that relate to the same property or development. For example, a proposed development may involve an official plan amendment, a zoning by-law amendment, and a draft plan of subdivision. Each of those planning instruments is separately appealed to the Board and each is opened as a file. Those files become one case. As a result, the Board receives less new cases than new files.



Minor variance matters continue to represent the highest percentage of new files received representing 34 per cent of intake during this fiscal year. They are followed by consents, official plans and amendments, and zoning by-laws enacted by the municipality and appealed to the Board. The highest number of appeals received relative to files is seen in official plan matters. Geographically, files involving the City of Toronto continue to account for the highest percentage of intake at 39 per cent for the year. With the addition of the other areas in the Central Region, the total intake from the Central Region represented 67 per cent of our intake for the year.

The OMB scheduled 2,145 hearing events in 2014-2015, an increase of nine per cent over the previous fiscal year, while the actual number of hearing events held (1,293) remained relatively constant. The majority of hearing events, 85 per cent, continued to be for a duration of one day or less. This fiscal year saw a 13 per cent increase in the number of hearing events greater than one day and up to one week. The number of hearings of 10 days or longer decreased from last fiscal year.

The OMB continues to manage and adjudicate complex matters in a number of areas including: appeals of municipal approvals related to financial matters, land compensation matters, official plan appeals of Growth Plan conformity amendments and site specific land use appeals that have a great impact on communities. The pre-hearing process is critical to the management of such cases. A successful pre-hearing process allows hearing events to be refined, focused and efficient. Pre-hearing events represent 28 per cent of the hearing events held this year.

The OMB's mediation program has evolved to a flexible and facilitative approach that reflects the interests of the parties and the evidence relevant to each case. In the past fiscal year, the OMB achieved successes in mediations ranging from controversial site specific land use disputes to complex land compensation matters. The OMB held eight per cent more mediation assessments and 12 per cent more mediation meetings in the past year. The benefits of mediation include reducing the need for a hearing or shortening the length of a hearing through the narrowing of issues and full or partial settlement.

Part 4:

The Future of ELTO

In 2014-2015, ELTO identified specific projects and timelines to support its strategic initiatives and developed an Operational Plan to coordinate the planning and implementation of these projects in a way that aligns with ELTO's strategic framework.

As set out below, individual projects in support of the strategic directions have been scheduled over the next three fiscal years. Some of the key deliverables will involve external consultation in accordance with ELTO's Consultation Policy. Activities that may result in changes to member or staff practices at ELTO will involve engagement and consultation with members and staff. Meaningful external and internal consultation will lead to better planning and decision making at ELTO.

These are some of the upcoming key deliverables in support of **Strategic Direction 1: Providing Client Options that lead to Timely and Appropriate Resolution**:

- Developing guidelines for the filing of electronic documents when ordered as part of the hearing process by fall 2015.
- Conducting comprehensive filing fee review to ensure services remain accessible.
- Enhancing the public facing website by reorganizing content to improve accessibility and client experience by spring 2016.

These are some of the upcoming key deliverables in support of **Strategic Direction 2: Transforming Through Technology:**

- Enhancing existing forms with accessible and fillable features by fall 2016.
- Modernizing electronic data sharing between ARB stakeholders by winter 2016.
- Exploring alternate hearing formats using video technology by summer 2016.

These are some of the upcoming key deliverables in support of **Strategic Direction 3: Building a Dynamic, Effective Workplace**:

- Developing online professional development delivery by fall 2015.
- Developing program requirements for co-location with MAG clusters and tribunals by spring 2017.

Through the above key deliverables and other initiatives, ELTO seeks to continuously improve its public service. More information about ELTO's strategic initiatives is included in the ELTO Business Plan, available on the ELTO website.

Part 5:

Appendix

A. Recruitment of Members

ATAGAA requires the selection process for the appointment of members to be competitive and merit-based. ELTO held a number of competitions in 2014-2015 to fill vacancies: a part-time ARB member competition commenced in January 2013 with an additional three members appointed in October 2014; a full-time ERT/OMB member competition commenced in August 2013 and resulted in one ERT member being appointed in April 2014 and four ERT/OMB members being appointed in July 2014; part-time OMB, ERT and CRB member competitions were commenced in January 2014 with one OMB/ERT, three OMB, two ERT and two CRB part-time members being appointed in the Fall of 2014. ELTO continues to attract a high number of candidates with the relevant background, training and skills to fill member positions.

As part of ELTO's succession plan, additional members will be recruited and trained to fill vacancies.

B. ELTO Appointees

Environment and Land Tribunals Ontario appointees as at March 31, 2015

Name	Tribunal	Position	Original Appointment Date	Appointment End Date
Andrews, Peter	ARB	Full-Time Vice-Chair	14-Nov-12	13-Nov-17
Atcheson, J. Peter	OMB	Full-Time Member	05-Jul-04	04-Jul-15
Awoleri, Subuola	ARB	Part-Time Member	22-Oct-14	21-Oct-16
Bourassa, Marcelle	ARB	Full-Time Vice-Chair	11-Apr-06	20-Feb-17
Bruce, Laurie	ERT, OMB	Part-Time Member	22-Oct-14	21-Oct-16
Butterworth, Robert*	ARB	Full-Time Vice-Chair	19-Nov-97	14-Apr-14
Carter-Whitney, Maureen	ERT	Part-Time Member	04-May-11	03-May-16
	OMB	Full-Time Member	15-Aug-12	14-Aug-17
Cashin, Marlene	ERT	Part-Time Member	22-Oct-14	21-Oct-16
Chee-Hing, Jason	OMB	Full-Time Member	01-Sep-04	31-Aug-16
Conti, Chris	OMB	Full-Time Member	03-Jul-07	02-Jul-17
Cowan, Bernard A.	ARB	Full-Time Member	19-Dec-97	03-Sep-17
DeMarco, Jerry V.	ELTO	Full-Time Alternate Executive Chair	01-Sep-10	31-Aug-15
	CRB	Part-Time Associate Chair	08-May-13	31-Aug-15
	ERT	Full-Time Associate Chair	01-Sep-10	31-Aug-15
Denhez, Marc	CRB	Part-Time Member	18-Apr-12	17-Apr-17
	OMB	Full-Time Member	31-May-04	30-May-16
Denison, William T.	ARB	Part-Time Member	14-Nov-12	13-Nov-17
Driesel, Sandra	ARB	Part-Time Member	16-Mar-00	23-Apr-16
Duan, Yucheng Josie*	ARB	Part-Time Member	29-Sep-10	23-Apr-14
Duncan, Justin	ERT, OMB	Full-Time Member	23-Jul-14	22-Jul-16
Egan, Terry	BON	Part-Time Member	17-Jun-09	16-Jun-19
Fenus, Andrew	ARB	Part-Time Member	30-May-07	29-May-17
Flemming, Leslie	ARB	Part-Time Member	02-Oct-13	01-Oct-15
Gibbs, Heather	ERT	Full-Time Vice-Chair	20-Sep-06	21-Feb-18
Griffith, Jennifer	ARB	Part-Time Member	17-Sep-04	16-Sep-16
Hefferon, Colin	OMB	Full-Time Member	20-Sep-06	19-Sep-16
Henderson, Stuart	CRB	Part-Time Member	28-Jun-06	27-Jun-14
Hussey, Karlene	OMB	Full-Time Vice-Chair	20-Apr-05	03-Jan-16
Jackson, Helen	ERT, OMB	Full-Time Member	24-May-11	23-May-16
Jacobs, Sarah	ERT, OMB	Full-Time Member	23-Jul-14	22-Jul-16

Name	Tribunal	Position	Original Appointment Date	Appointment End Date
Jones, Richard Coleman	OMB	Part-Time Member	22-Oct-14	21-Oct-16
Kowarsky, Barbara	ARB	Part-Time Member	18-May-05	17-May-16
Laflamme, Jacques	ARB	Part-Time Member	25-Aug-04	24-Aug-16
LaRegina, Anthony	ARB	Part-Time Member	15-Jan-07	14-Jan-17
Laws, Joanne	ARB	Part-Time Member	10-Feb-06	09-Feb-16
Lee, Wilson S.	OMB	Full-Time Associate Chair	01-Jul-88	01-May-15
Levasseur, Romeo*	ARB	Part-Time Member	18-May-05	31-Jan-15
Levy, Alan	CRB	Part-Time Member	06-Nov-13	05-Nov-15
	ERT	Part-Time Member	09-May-07	08-May-17
	OMB	Part-Time Member	06-Nov-13	05-Nov-15
Light, Sonia	ARB	Part-Time Member	07-Aug-13	06-Aug-15
Limoges, Rick	ARB	Part-Time Member	15-Jan-07	14-Jan-17
Makuch, Richard G.M.	ARB	Part-Time Member	06-Nov-13	05-Nov-15
	OMB	Full-Time Member	13-Jun-12	12-Jun-17
Marques, Ana Cristina	ARB	Part-Time Member	18-May-05	17-May-16
	BON	Part-Time Member	06-Nov-13	05-Nov-15
Mather, Susan	ARB	Part-Time Vice-Chair	10-Mar-13	09-Mar-15
McAnsh, Scott	ARB	Part-Time Member	07-Aug-13	06-Aug-15
McKenzie, James	OMB	Full-Time Vice-Chair	03-Jul-07	02-Jul-17
McLeod-Kilmurray, Heather	ERT	Part-Time Member	04-May-11	03-May-16
Milbourn, Paul	ERT	Part-Time Member	05-Dec-12	04-Dec-17
Milchberg, Anne	OMB	Part-Time Member	22-Oct-14	21-Oct-16
Minnie, Garry	ARB	Part-Time Member	01-Mar-06	29-Feb-16
Morris, Warren	ARB	Part-Time Member	31-Oct-12	30-Oct-17
Muldoon, Paul	ARB	Full-Time Associate Chair	01-Jun-14	31-May-16
	ERT	Full-Time Vice-Chair	04-Apr-06	03-Apr-16
Murdoch, Su	CRB	Part-Time Vice-Chair	16-Feb-05	08-May-17
Nalezinski, Les	ARB	Part-Time Member	01-Mar-06	29-Feb-16
Nelson, Daniel	CRB	Part-Time Member	22-Oct-14	21-Oct-16
Neron, Robert	ARB, BON	Part-Time Member	28-Aug-13	27-Aug-15
Okhovati, Margarita	ARB	Part-Time Member	22-Oct-14	21-Oct-16
Oliveira, Evangelista (Ivan)*	ARB	Part-Time Member	17-May-99	16-May-14
Pardy, Bruce*	ERT	Part-Time Member	22-Jun-05	03-Jul-14
Philcox, Frank	ERT	Part-Time Member	22-Oct-14	21-Oct-16
Plumstead, Nicoll	ARB	Part-Time Member	18-May-05	17-May-16
Roberts, Catherine E.	ARB	Part-Time Member	29-Sep-10	28-Sep-15
Rossi, Reid	OMB	Full-Time Member	31-May-04	30-May-16

Name	Tribunal	Position	Original Appointment Date	Appointment End Date
Saponara, Fausto	ARB	Part-Time Member	18-May-05	17-May-16
Schiller, Susan	ARB	Part-Time Vice-Chair	06-Nov-13	05-Nov-15
	ERT	Part-Time Vice-Chair	06-Nov-13	05-Nov-15
	OMB	Full-Time Vice-Chair	06-Sep-05	03-Jan-16
Seaborn, Jan de Pencier	OMB	Full-Time Vice-Chair	31-May-00	22-Mar-16
Sharma, Marilyn	ARB	Part-Time Member	15-Jan-07	14-Jan-17
Sills, Mary-Anne	OMB	Full-Time Member	03-Jul-07	02-Jul-17
Simmons, Lawrence John	BON	Part-Time Member	23-Mar-05	22-Mar-16
Skanes, Tyrone	ARB	Part-Time Member	29-Sep-10	28-Sep-15
Sloan, Charlotte	ARB	Part-Time Member	29-Sep-10	28-Sep-15
Sloan, Karen Kraft	ERT, OMB	Full-Time Member	23-Jul-14	22-Jul-16
Smith, Laurie	CRB	Part-Time Member	08-Sep-14	07-Sep-16
Sniezek, Joseph	OMB	Part-time Member	23-Jun-04	22-Jun-15
Spraggett, Mark	ARB	Part-Time Member	22-Oct-14	21-Oct-16
Stabile, Vincent	ARB	Part-Time Member	29-Sep-10	28-Sep-15
Stefanko, Steven	ARB	Part-Time Vice-Chair	06-Nov-13	05-Nov-15
	OMB	Full-Time Vice-Chair	20-Apr-05	03-Jan-16
Steinberg, Robert	ARB	Part-Time Member	14-Nov-12	13-Nov-17
	BON	Part-Time Member	04-May-11	03-May-16
Stephenson, Richard F.*	ARB	Full-Time Associate Chair	07-Apr-93	31-May-14
Sutherland, Sylvia	OMB	Full-Time Member	21-Mar-07	20-Mar-17
Tanaka, Lynda C.E*	ELTO	Full-Time Executive Chair	16-May-11	15-May-14
Taylor, Blair S.	OMB	Full-Time Member	17-Oct-12	16-Oct-17
Taylor, Ian	BON	Part-Time Member	20-Jun-07	19-Jun-17
Tchegus, Robert	ARB	Part-Time Member	10-Feb-06	09-Feb-16
Valiante, Marcia	ERT	Full-Time Member	09-May-07	22-Jul-16
	OMB	Full-Time Member	23-Jul-14	22-Jul-16
VanderBent, Dirk	ARB	Part-Time Vice-Chair	06-Nov-13	05-Nov-15
	ERT	Full-Time Vice-Chair	18-Sep-06	17-Sep-16
Walker, Janet Lea	ARB	Full-Time Member	04-Sep-07	03-Sep-17
Walker, Tanya	ARB	Part-Time Member	29-Sep-10	28-Sep-15
Weagant, Dan	ARB	Part-Time Member	29-Sep-10	28-Sep-15
Whitehurst, Donald	ARB	Full-Time Member	18-May-05	03-Sep-17
Wilkins, Hugh	ERT	Full-Time Member	02-Apr-14	01-Apr-16
Winnicki, Walter Roman	OMB	Part-Time Member	22-Oct-14	21-Oct-16
Wright, Robert	CRB	Part-Time Vice-Chair	29-May-13	28-May-15
	ERT	Full-Time Vice-Chair	27-Aug-07	26-Aug-17
Wyger, Joseph M.	ARB	Full-Time Member	27-May-98	03-Sep-17

Name	Tribunal	Position	Original Appointment Date	Appointment End Date
Yuen, Jane	BON	Part-Time Member	19-Dec-08	18-Dec-18
Zuidema, Jyoti	OMB	Full-Time Vice-Chair	20-Aug-07	19-Aug-17

*Indicates appointees who were no longer with ELTO as of March 31, 2015.